

Departure Survey Report

For Fiscal Year 2013

IOWA EXECUTIVE BRANCH



**State of Iowa
January 2013**

INTRODUCTION

Purpose

- This project was initiated by the Department of Personnel, now the Department of Administrative Services (DAS)– Human Resources Enterprise (HRE), to assist executive branch agencies in determining why employees leave their employ or state government as well as provide insight into past employee perceptions of their employer. As the workforce continues to age and at the same time the available workforce declines, employers must have data to manage their turnover effectively.

Objectives

- The specific objectives for this research are to:
 - Determine the most prevalent reasons employees separate from state employment.
 - Determine if departments are utilizing exit interviews.
 - Determine past employee perceptions about compensation and benefit issues.
 - Determine past employee perceptions about employee autonomy issues.
 - Determine past employee perceptions about co-workers/supervisors.
 - Determine past employee perceptions about diversity issues.
 - Determine past employee perceptions about communication issues.

This Report

- The report that follows contains the methodology and key findings for the State of Iowa as an employer after the thirteenth year of data collection. **ALL TOTAL FIGURES INCLUDE 13 YEARS WORTH OF DATA.**

METHODOLOGY

Sample

- The population for this year's survey consisted of all those executive branch employees who left state employment or made an interagency transfer over the course of fiscal year 2013. The population surveyed included 383 past and current employees comprised of 44 transfers, 217 retirees and early retirees, and 122 voluntary separations.

Sample Contact

- Packets were mailed throughout FY' 13 after an approximate lag period of 60 days from the date of separation or transfer. Surveys are available in both electronic and paper form. Each packet included a paper survey and a postage paid return envelope. Links for the electronic form were sent by email.
- As of September 30, 2013, the designated cut-off date, the total return was as follows:

	<u>FY 2012</u>	<u>FY 2013</u>	<u>Total Project</u>
Number Mailed	1,070	1,212	14,926
Returned Undeliverable	24	29	285
Net Delivered	1,046	1,183	14,641
Responses (n)	326	383	4,928
Response Rate	31.2%	32.4%	33.7%

Data Analysis

- The data collected in this study was edited, coded, entered and verified.
- Results have been generated to provide a total for the past 13 fiscal years.
- In addition, appropriate demographics have been provided and cross tabulations have been produced.
- The tabulated data have been thoroughly analyzed based on the purpose and objectives defined at the outset of the project.
- Frequencies have been calculated for all the questions on the survey.

KEY FINDINGS – DEMOGRAPHIC PROFILE OF TOTAL SAMPLE

Characteristics

	<u>FY 2012</u>	<u>FY 2013</u>	<u>Total Project</u>
<u>Sub-samples</u>			
Transfers	11.7%	11.5%	16.9%
Retirements	43.6%	56.7%	42.5%
Voluntary Separations	44.8%	31.9%	40.6%
<u>Gender</u>			
Male	42.0%	47.8%	42.1%
Female	58.0%	52.2%	57.9%
<u>Disability</u>			
Yes	6.4%	3.4%	5.3%
No	93.6%	96.6%	94.7%
<u>Age Group</u>			
18-29 years	10.8%	9.7%	11.1%
30-39 years	16.0%	11.3%	16.1%
40-49 years	13.8%	9.4%	15.7%
50-59 years	28.9%	31.2%	27.3%
60-69 years	28.3%	36.9%	28.2%
70+ years	2.2%	1.6%	1.6%
<u>Ethnicity</u>			
Caucasian	94.5%	96.9%	95.2%
African American	1.8%	1.3%	1.7%
Asian American	1.8%	1.0%	1.1%
Native American	0.3%	0.3%	0.6%
Latino	1.5%	0.5%	1.3%
<u>Supervisor</u>			
Yes	11.3%	13.4%	14.7%
No	88.7%	86.6%	85.3%

KEY FINDINGS – DEMOGRAPHIC PROFILE OF TOTAL SAMPLE

Characteristics

	<u>FY 2012</u>	<u>FY 2013</u>	<u>Total Project</u>
<u>Length of Employment</u>			
Less than 1 year	5.2%	5.5%	8.3%
1-5 years	29.8%	20.7%	27.5%
6-10 years	14.1%	9.4%	12.3%
11-15 years	12.3%	10.5%	9.0%
16-25 years	13.8%	16.0%	17.1%
25+ years	24.8%	37.8%	25.9%
<u>Location</u>			
Capitol Complex	22.3%	25.3%	23.4%
Regional	15.2%	15.0%	15.1%
Polk County	5.0%	3.9%	5.6%
DOT – Ames	5.0%	4.2%	3.6%
Institution	28.2%	26.3%	29.1%
Home Based	3.1%	2.6%	2.9%
Other	21.4%	22.6%	20.2%
<u>Past Dept Employer</u>			
Human Services	25.0%	19.4%	29.4%
Corrections	12.7%	15.9%	14.2%
Transportation	12.0%	13.3%	7.8%
Workforce Development	7.7%	6.9%	5.3%
Veteran's Home	5.2%	6.1%	4.2%
Education	3.7%	4.8%	3.9%
Natural Resources	5.2%	3.2%	3.9%
Public Safety	2.8%	3.4%	3.7%
Inspection's and Appeals	2.8%	2.4%	3.4%
Public Health	4.6%	1.6%	3.3%
Administrative Services	1.9%	2.1%	2.6%
Agriculture	1.5%	2.1%	2.3%
Public Defense	1.9%	4.0%	2.1%
Revenue	2.2%	2.1%	1.9%
Auditor	2.2%	1.9%	1.3%
All Others	8.6%	10.9%	10.7%

KEY FINDINGS – TOTAL SAMPLE PROFILE

Top 5 reasons for Separating from State Employment

<u>Reason</u>	Percent of respondents listing this reason in 2012	Percent of respondents listing this reason in 2013	Total percent of respondents listing this reason*
1. Working Conditions	31.6%	27.7%	28.9%
2. Quality of Supervision	25.5%	26.6%	24.7%
3. Career Advancement Opportunity	19.9%	18.0%	21.6%
4. Organization Culture	21.5%	21.7%	17.4%
5. Co-Worker Relations	16.0%	13.1%	14.0%

*Respondent could select more than one. Omits those who left because of retirement.

Length of Job Search

	<u>FY 2012</u>	<u>FY 2013</u>	<u>Total Percent</u>
Started search within the last 90 days	30.1%	30.7%	33.9%
Started search within the last 6 months	30.1%	20.8%	27.6%
Started search within the last year	22.3%	26.2%	19.8%
Started search over a year ago	17.6%	22.3%	18.6%

Employing Agency asked employee to reconsider leaving.

- 25.8% of respondents said that their previous department encouraged them to reconsider leaving in 2012. This decreased in 2013 to 20.2%.

Employing Agency encouraged employee to check other State employee career options.

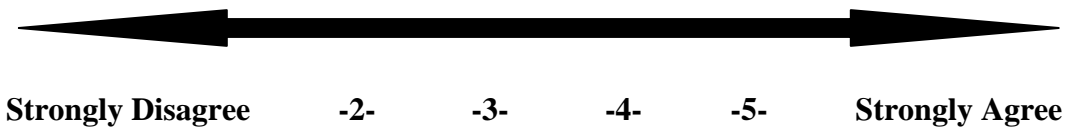
- In 2012, 6.4% of respondents said that their previous department encouraged them to explore alternative state career options prior to leaving. This number decreased in 2013 to 6.0%.

Employee checked into other options that would have allowed him/her to stay.

- In 2012, 35.3% of respondents said they, in fact, did check into options that would have allowed them to stay with the State prior to leaving. This number decreased in 2013 to 35.1%.

Employing Agency conducted an Exit Interview.

- 38.2% of respondents said that their previous department conducted an exit interview prior to leaving in 2012, which decreased to 35.3% in 2013.



Individual Survey Items

I would apply for another position with the State of Iowa if I were looking for work (35).

2012	14.3%	6.2%	7.8%	14.0%	20.9%	36.8%
2013	12.8%	4.3%	9.6%	18.7%	23.2%	31.5%
Total	11.1%	5.6%	8.3%	15.5%	22.6%	36.9%

	25.1% disagreed to some degree	74.9% agreed to some degree
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Compensation & Rewards

I was recognized when I did exceptional work (1).

2012	21.8%	12.1%	15.3%	17.1%	18.1%	15.6%
2013	17.9%	13.5%	15.8%	17.7%	19.3%	15.8%
Total	16.7%	15.7%	16.3%	19.0%	17.8%	14.6%

	48.6% disagreed to some degree	51.4% agreed to some degree
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The benefits I received met my expectations (2).

2012	4.0%	2.8%	7.8%	14.6%	32.3%	38.5%
2013	2.6%	1.8%	6.3%	17.6%	34.2%	37.4%
Total	2.8%	3.6%	8.6%	17.4%	34.7%	32.9%

	15.1% disagreed to some degree	84.9% agreed to some degree
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I was paid fairly for the work I did (3).

2012	6.5%	8.0%	13.9%	17.0%	26.3%	28.2%
2013	5.3%	6.6%	12.4%	20.3%	29.5%	26.1%
Total	7.5%	9.5%	13.1%	19.1%	29.2%	21.6%

	30.1% disagreed to some degree	69.9% agreed to some degree
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My pay was similar to employees performing the same jobs in the private sector (4).

2012	14.4%	14.4%	17.8%	22.2%	18.1%	13.1%
2013	11.0%	12.4%	18.3%	25.0%	18.5%	14.8%
Total	14.8%	15.0%	18.7%	21.5%	18.5%	11.5%

	48.5% disagreed to some degree	51.5% agreed to some degree
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Strongly Disagree

-2-

-3-

-4-

-5-

Strongly Agree

I was asked to do an appropriate amount of work for the amount I was paid (19).

2012	11.5%	9.0%	12.1%	22.4%	24.0%	20.9%
2013	11.5%	11.5%	13.1%	21.9%	22.4%	19.7%
Total	11.1%	12.6%	12.6%	20.3%	26.2%	17.1%

	36.4% disagreed to some degree	63.6% agreed to some degree
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Work Tools

My office environment helped me provide quality products and services (5).

2012	12.4%	14.9%	16.8%	21.6%	21.6%	12.7%
2013	11.1%	14.0%	21.6%	23.5%	21.0%	8.9%
Total	13.6%	15.4%	19.9%	22.5%	19.0%	9.7%

	48.8% disagreed to some degree	51.2% agreed to some degree
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The training I received permitted me to update and expand my skills (6).

2012	12.8%	14.7%	14.7%	19.1%	23.4%	15.3%
2013	10.6%	14.6%	18.3%	27.6%	18.6%	10.3%
Total	12.7%	14.2%	16.4%	23.0%	22.3%	11.4%

	43.2% disagreed to some degree	56.8% agreed to some degree
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The technology I was provided was sufficient to accomplish my work (7).

2012	6.9%	11.2%	14.0%	22.1%	31.8%	14.0%
2013	5.0%	6.3%	15.3%	26.9%	30.3%	16.1%
Total	6.3%	8.7%	15.2%	24.4%	31.2%	14.2%

	30.2% disagreed to some degree	69.8% agreed to some degree
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I was provided the necessary orientation and training to successfully carry out my job duties (9).

2012	9.3%	11.8%	18.1%	16.8%	26.8%	17.1%
2013	8.3%	14.1%	16.0%	27.2%	22.1%	12.3%
Total	9.9%	12.6%	17.1%	22.5%	24.7%	13.3%

	39.6% disagreed to some degree	60.4% agreed to some degree
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Strongly Disagree

-2-

-3-

-4-

-5-

Strongly Agree

I was given complete and accurate information regarding my job duties prior to accepting the job I recently vacated (17).

2012	12.2%	8.8%	16.3%	17.5%	25.9%	19.4%
2013	10.2%	9.9%	15.1%	23.4%	25.3%	16.1%
Total	10.1%	10.8%	15.7%	22.4%	25.2%	15.8%

	36.6% disagreed to some degree	63.4% agreed to some degree
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Policies and procedures were clear and aided me in performing my job (24).

2012	10.9%	11.9%	16.9%	20.6%	25.0%	14.7%
2013	12.3%	11.5%	17.6%	19.3%	24.3%	15.0%
Total	11.5%	11.9%	17.0%	21.4%	24.7%	13.5%

	40.4% disagreed to some degree	59.6% agreed to some degree
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Communication

Communication was open and informative within my work unit (13).

2012	23.3%	14.6%	16.1%	16.5%	15.8%	13.7%
2013	22.4%	16.1%	12.7%	15.3%	17.7%	15.8%
Total	20.6%	15.5%	16.0%	16.7%	18.5%	12.7%

	52.1% disagreed to some degree	47.9% agreed to some degree
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My department's vision, mission, and goals were communicated to me (14).

2012	10.6%	11.8%	15.8%	18.9%	23.6%	19.3%
2013	9.8%	12.2%	13.5%	21.2%	24.9%	18.5%
Total	9.4%	9.4%	15.6%	21.4%	26.2%	18.0%

	34.4% disagreed to some degree	65.6% agreed to some degree
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I had a clear understanding of how I contributed to the mission of my department (15).

2012	10.0%	13.7%	10.9%	16.8%	27.7%	20.9%
2013	8.8%	10.1%	16.2%	21.8%	24.9%	18.3%
Total	8.9%	10.6%	14.9%	20.3%	26.9%	18.3%

	34.4% disagreed to some degree	65.6% agreed to some degree
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Strongly Disagree

-2-

-3-

-4-

-5-

Strongly Agree

I received timely and effective feedback about my performance (16).

2012	17.8%	17.1%	17.4%	17.4%	16.2%	14.0%
2013	17.2%	14.6%	16.4%	22.5%	16.7%	12.5%
Total	16.7%	16.9%	18.0%	19.3%	17.5%	11.6%

51.6% disagreed to some degree

48.4% agreed to some degree

Intrinsic Value & Autonomy

There were career advancement opportunities for me if I had chosen to stay (8).

2012	40.2%	19.0%	15.3%	10.0%	7.8%	7.8%
2013	41.9%	21.8%	14.3%	13.8%	4.0%	4.2%
Total	40.4%	21.6%	14.3%	11.3%	7.3%	5.0%

76.4% disagreed to some degree

23.6% agreed to some degree

The work I was required to do was meaningful (18).

2012	5.9%	5.0%	9.6%	14.6%	27.0%	37.9%
2013	3.2%	5.3%	8.2%	17.7%	29.6%	36.0%
Total	3.6%	5.1%	9.3%	17.1%	30.9%	33.9%

18.0% disagreed to some degree

82.0% agreed to some degree

The work I was required to do was enjoyable (20).

2012	7.5%	10.3%	12.8%	18.1%	28.3%	23.1%
2013	7.4%	9.5%	13.2%	25.4%	25.4%	19.0%
Total	6.5%	9.1%	13.5%	23.8%	27.5%	19.6%

29.1% disagreed to some degree

70.9% agreed to some degree

The work I performed was consistent with my career interests (21).

2012	8.2%	7.2%	7.5%	15.7%	33.9%	27.6%
2013	7.2%	7.5%	10.7%	22.8%	31.4%	20.4%
Total	6.0%	7.6%	12.9%	20.8%	31.0%	21.7%

26.6% disagreed to some degree

73.4% agreed to some degree



Strongly Disagree

-2-

-3-

-4-

-5-

Strongly Agree

My job gave me opportunities to serve the citizens of Iowa and “make a difference” (29).

2012	6.9%	8.2%	9.4%	17.2%	22.6%	35.7%
2013	4.8%	6.6%	9.3%	16.7%	31.3%	31.3%
Total	5.3%	5.8%	9.1%	17.6%	28.6%	33.7%

	20.2% disagreed to some degree	79.8% agreed to some degree
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My job met my personal expectations and was in line with my personal goals (30).

2012	10.7%	9.7%	13.2%	18.5%	26.6%	21.3%
2013	8.8%	9.1%	12.8%	21.4%	29.4%	18.4%
Total	8.1%	10.1%	14.7%	21.9%	27.1%	18.1%

	32.9% disagreed to some degree	67.1% agreed to some degree
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The work I performed was consistent with my skill level (32).

2012	10.3%	5.3%	8.8%	14.1%	33.1%	28.4%
2013	7.7%	5.6%	9.5%	18.3%	30.0%	28.9%
Total	8.2%	7.0%	9.4%	16.0%	33.6%	25.8%

	24.6% disagreed to some degree	75.4% agreed to some degree
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I was encouraged to develop to my maximum potential (33).

2012	19.1%	13.1%	11.6%	18.4%	19.7%	18.1%
2013	17.2%	11.9%	12.5%	23.3%	15.4%	19.6%
Total	15.8%	12.3%	14.2%	19.5%	21.4%	16.8%

	42.3% disagreed to some degree	57.7% agreed to some degree
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Organizational Culture

I was never harassed or treated poorly at work (10).

2012	24.7%	10.5%	10.5%	11.7%	22.8%	19.8%
2013	20.8%	12.1%	11.6%	10.8%	21.1%	23.5%
Total	21.3%	11.4%	11.7%	12.2%	20.7%	22.7%

	44.4% disagreed to some degree	55.6% agreed to some degree
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Strongly Disagree

-2-

-3-

-4-

-5-

Strongly Agree

All employees in my department were treated fairly (11).

2012	28.8%	15.8%	11.5%	15.2%	18.6%	10.2%
2013	23.8%	16.1%	14.0%	16.7%	16.9%	12.4%
Total	25.0%	16.6%	14.5%	15.8%	16.1%	12.0%

	56.1% disagreed to some degree	43.9% agreed to some degree
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My department was accepting of diverse individuals and groups (12).

2012	9.9%	7.8%	15.5%	14.9%	26.4%	25.5%
2013	8.8%	7.2%	13.0%	18.4%	29.0%	23.7%
Total	9.7%	7.9%	13.5%	19.2%	28.5%	21.2%

	31.2% disagreed to some degree	68.8% agreed to some degree
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Teamwork and cooperation were encouraged in my work unit (27).

2012	15.7%	9.7%	9.1%	16.4%	23.3%	25.8%
2013	12.2%	11.9%	12.7%	16.2%	26.3%	20.7%
Total	12.3%	10.5%	11.5%	17.0%	26.2%	22.5%

	34.2% disagreed to some degree	65.8% agreed to some degree
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Employee complaints and problems were appropriately handled in a timely manner (28).

2012	26.0%	16.0%	13.5%	18.5%	14.7%	11.3%
2013	26.9%	15.4%	14.1%	16.8%	16.5%	10.4%
Total	24.7%	15.6%	15.4%	18.3%	16.5%	9.5%

	55.7% disagreed to some degree	44.3% agreed to some degree
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Taking initiative was encouraged in my work unit (31).

2012	15.9%	8.7%	13.4%	14.3%	26.5%	21.2%
2013	13.5%	10.1%	13.8%	18.0%	27.2%	17.5%
Total	13.3%	10.5%	12.2%	17.2%	26.3%	20.5%

	36.0% disagreed to some degree	64.0% agreed to some degree
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Strongly Disagree -2- -3- -4- -5- Strongly Agree

Supervisor Perceptions

I had a good working relationship with my immediate supervisor (22).

2012	16.8%	8.4%	11.2%	10.9%	24.5%	28.3%
2013	15.0%	9.6%	11.8%	11.8%	18.7%	33.2%
Total	14.7%	9.0%	9.8%	13.4%	23.2%	30.0%

	33.4% disagreed to some degree	66.6% agreed to some degree
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The supervision provided to me was effective (23).

2012	21.1%	9.9%	11.5%	16.1%	23.6%	17.7%
2013	21.4%	14.2%	9.4%	12.3%	20.3%	22.5%
Total	19.5%	11.8%	11.7%	15.5%	22.1%	19.5%

	43.0% disagreed to some degree	57.0% agreed to some degree
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My supervisor let me know that he/she valued my contributions (25).

2012	21.3%	12.2%	8.2%	14.1%	20.7%	23.5%
2013	18.1%	10.9%	12.8%	16.0%	19.4%	22.9%
Total	18.5%	11.6%	10.4%	15.0%	21.3%	23.2%

	40.6% disagreed to some degree	59.4% agreed to some degree
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Co-worker Perceptions

I had a good working relationship with my co-workers (26).

2012	4.7%	5.3%	6.9%	15.0%	30.6%	37.5%
2013	4.3%	3.2%	8.8%	11.4%	35.9%	36.4%
Total	4.1%	4.0%	7.0%	14.0%	34.3%	36.7%

	15.0% disagreed to some degree	85.0% agreed to some degree
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The State employees I knew were hard-working and took pride in the work they did (34).

2012	6.9%	10.3%	13.7%	19.3%	27.7%	22.1%
2013	6.1%	7.4%	14.8%	18.5%	28.3%	24.9%
Total	7.0%	9.2%	13.4%	21.4%	27.5%	21.4%

	29.6% disagreed to some degree	70.4% agreed to some degree
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Preference Ratings

Top 5 things past employees liked about their employment with the State

<u>Liked Most</u>	Percent of respondents in 2012	Percent of respondents in 2013	Total percent of respondents *
1. Made Multiple Choices*	12.5%	12.4%	34.9%
2. Benefits	34.6%	33.3%	30.5%
3. Retirement Benefits	19.6%	18.0%	17.6%
4. Co-Worker Relations	10.9%	12.1%	14.6%
5. Rate of Pay	8.7%	8.9%	10.1%

*Respondent was only supposed to select one. Change in form reduced multiple choices for FY08.

Top 5 things attracting past employees to their current jobs

<u>Attracting Feature</u>	Percent of respondents in 2012	Percent of respondents in 2013	Total percent of respondents *
1. Career Advancement Opportunity	22.7%	23.2%	24.5%
2. Working Conditions	28.2%	19.8%	23.5%
3. Rate of Pay	19.0%	16.7%	18.2%
4. Organizational Culture	18.1%	18.8%	15.3%
5. Opportunity for Training	14.7%	11.0%	12.3%

*Respondent could select more than one.

Top 5 things past employees liked least about their employment with the State

<u>Liked Least</u>	Percent of respondents in 2012	Percent of respondents in 2013	Total percent of respondents *
1. Made Multiple Choices*	9.8%	11.0%	21.9%
2. Quality of Supervision	20.9%	18.0%	16.2%
3. Career Advancement Opportunity	13.6%	16.4%	13.3%
4. Organizational Culture	17.7%	19.4%	13.1%
5. Working Conditions	13.9%	13.2%	11.7%

*Respondent was only supposed to select one.

Revisit of Objectives

Determine the most prevalent reasons employees separate from state employment.

Based on the 13 year aggregate sample, respondents list the top reason for leaving to be, “Working Conditions” followed by “Quality of Supervision” and “Career Advancement Opportunity”. These three reasons were also three of the top five things listed as aspects of state employment least liked by respondents. Further, perceptions of “Career Advancement Opportunity” and “Working Conditions” provided by other employers were the top two attracting features to the respondents.

Determine if departments are utilizing exit interviews.

Just over 35% of respondents stated that their previous state employer conducted an exit interview. Although there has been a relative constant percent of previous employers who have conducted the exit interview, the percent has fluctuated between 25.4% in fiscal year 2005 and 38.2% the previous fiscal year. The current percent for fiscal year 2013, is 35.3%. The overall average for the thirteen years is 31.7%. This is a window from which a department can ascertain and provide feedback about their particular operation.

Determine past employee perceptions about compensation and benefit issues.

Based on the 13-year aggregate sample, respondents perceived their benefits in a very positive light. Just fewer than 85% of respondents felt the benefits offered met their expectations (2), and it was the single most often cited aspect of working for the State that respondents liked, just behind “...good working relationship with [their] co-workers.” On the other hand, just under half of the respondents felt they earned less than people working the same jobs in the private sector (4). Interestingly, “Rate of Pay” was not a major reason listed for leaving but it was the third highest attracting feature perceived to be offered by other employers. Most employees felt they were paid fairly (3) and asked to do an appropriate amount of work for what they were paid (19).

Determine past employee perceptions about employee autonomy and intrinsic value.

Although most respondents believe the work they performed as a state employee was meaningful (18), enjoyable (20), consistent with their career interests (21) and perceived skill levels (32), and allowed them to serve Iowa citizens and “make a difference” (29), over three-fourths of these same respondents did not believe that there were career opportunities if they had chosen to stay (8), over 76% answered negatively on item 8. This last perception is especially dangerous to the State due to the fact that perceived

career advancement opportunities appear to be a major reason for leaving and the top attracting feature of other employers.

Determine past employee perceptions about co-workers/supervisors.

Respondents as a group did not provide overly negative responses to any of the questions regarding supervision (22, 23, and 25). However, it was cited as the second highest reason for leaving and one of the top five factors cited as “liked least” about employment with the State.

Determine past employee perceptions about co-workers/supervisors.

The two items dealing with co-worker perceptions (26 & 34) were two of the most positive items responded to on the survey and perceptions about co-workers was listed as one of the top 5 things liked most about state employment.

Determine past employee perceptions about diversity issues.

Two-thirds of respondents felt their past department was accepting of diverse individuals (12). A majority of the respondents, however, did not feel that all employees in their past department were treated fairly (11).

Determine past employee perceptions about communication issues.

Over half of the respondents disagreed that communication was open and informative within their past work unit (13) and that feedback was timely and effective regarding performance (16).

Conclusion

Based on the 13-year aggregate sample, it appears that out of the 35 individual items on the survey, only 14 items could be said to have received very positive responses (over 2/3rds agreement with an item). This is not too surprising as this is an exit survey and respondents are likely to be somewhat more negative/honest in their responses. Regardless, there are many positives to be found. Only five items have over 50% of the respondents disagreeing with a specific item, so in most cases the majority of respondents are answering positively to the questions. More importantly 74.9% of the respondents agreed to some degree that they would likely apply for another position with the State if they were looking.